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IPC **Intelligence Producers Council**

7 January 1988

NOTE FOR: [   ]   25X1
REO Staff
                                     25X1

FROM: [   ]   25X1
Chief, IPC Staff

As a follow-up to our conversation
earlier today, I want to reiterate my
concern that we do not "assume" or
"presuppose" that the Requirement process
is significantly broken, requiring major
overhaul. I think [   ] characterization   25X1
of adding "cartilage", where appropriate,
will go a long way in providing the
linkage(s) at the top-level requirement
systems.

In addition, you should know, before
I agree to any major changes or procedures
affecting the NITs and COFIR, I shall seek
IPC review and coordination on the recom-
mendations.

If I can be of further assistance
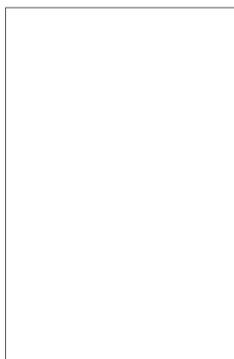on this matter, please let me know.
                                     25X1

cc: [   ]   25X1

INTELLIGENCE COMMUNITY STAFF

6 Jan 88

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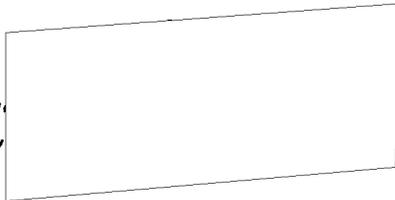
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Based on
discussions with
I have revised the Terms of Reference
per attachment.

I believe this approach is more
realistic and offers an opportunity
to develop a feasible plan which
has a much better chance of
IC coordination and adoption.

Your comments please.

Note: Major changes
are in "Report Plan",
and "Working Group
Composition."
ACTION

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TERMS OF REFERENCE

Revision 1

ICS PLAN FOR IMPROVING INTELLIGENCE REQUIREMENTS MANAGEMENT/EVALUATION

Background

In a 15 May 1987 memorandum to the NFIC, ,the Acting DCI outlined a number of areas where the Intelligence Community Staff must do a better job of orchestrating Community efforts. Specifically, the ICS was charged to improve its capabilities to provide:

o "Systematic, comprehensive evaluation of Intelligence Community performance, to include:

- Better assessments of consumers' intelligence needs (as articulated in the National Intelligence Topics [NITs] and the Compendium of Future Intelligence Requirements [COFIR], and how these needs translate into both near- and long-term production and collection requirements.

- A better linkage between known intelligence production and collection requirements/shortfalls and future investment strategies.

o A more integrated assessment of collection requirements and collection system performance across disciplines.

o Stronger involvement of Community production elements in our assessments of requirements satisfaction, including movement of the Intelligence Producers Council Staff to the ICS and a closer ICS association with the National Intelligence Council and the DCI Production Committees.

o More emphasis on identifying and nuturing investments in research and development critical to future intelligence capabilities."

In a 1 December 1987 memorandum to the DDCI, the Director, Intelligence Community Staff forwarded a Strategic Plan to address the goals expressed in the preceding May 1987 memorandum. The Plan included the conduct of an informal ICS survey of the requirements processes in the Intelligence Community. The more promising ideas resulting from this survey (see Attachment) included:

o Focusing ICS elements on better support to consumer needs, including creating or expanding client relationships between requirements managers and consumers.

o Getting consumers more involved in the SIG (I) and related requirements processes.

1

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o   Merging/or linking top-level systems/for requirements, producing a
    single Intelligence Community system with a single top-level taxonomy
    for requirements categories.

o   Using this taxonomy not only for categorizing top-level requirements,
    but also as a structure for conducting and indexing the results of
    all-source evaluations of intelligence capabilities, gaps, and future
    reporting requirements.

o   Establishing a process (perhaps as part of the all-source
    evaluations) that identifies long-term reporting requirements that
    all collection disciplines can draw upon in developing specific
    collection tasks. This would consolidate the separate efforts
    conducted today by each discipline, and by the IPC for future
    requirements.

o   Creating a mechanism to enable coordination of requirements among
    collection disciplines, particularly to address gaps resulting from
    limitations of available resources in a single discipline.

Report Purpose

    This report is to evaluate the preceding ideas resulting from the informal
ICS survey, identify other ideas that were overlooked, and to develop a plan
of action to begin implementing those ideas that are judged feasible and
relevant toward improving top-level requirments management and evaluation.

Report Basis and Scope

    The report will be based primarily on interviews with selected interagency
intelligence officials, and on evaluation of existing interagency systems for
requirements management and intelligence planning. The scope of this report
includes the following:

o   Designing a common top-level framework for all of our national-level
    requirements management systems, to include:

    -    National Intelligence Topics (NITs) of Current Interest

    -    Foreign Intelligence Requirements Categories and Priorities
         (FIRCAP)

    -    Compendium of Future Intelligence Requirements (COFIR)

    -    National Intelligence Council Production Plan

    -    National HUMINT Collection Plans (NHCP)

    -    COMIREX Automated Requirements System (CAMS)

2

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- National SIGINT Requirements List (NSRL)

- National MASINT Requirments Data Base (NMRDB)

o Designing a means for relating national intelligence gaps (e.g., DCI Production Committees' Key Intelligence Deficiencies, NITs Information Gaps, NIC Monthly Warning Reports, etc.) to the common framework of national intelligence requirements .

o Designing a means for relating national intelligence planning guidance (e.g., National Foreign Intelligence Strategy, DCI Five-Year Program Guidance for the NFIP, the Congressional Budget Justification Book, etc.) to the common framework of national intelligence requirements.

o Ensuring the common framework is relevant to intelligence consumer concerns (i.e., national security objectives and policy actions).

o Ensuring the common framework for national requirments can be linked (preferably easily) to comparable requirements and evaluation efforts in Department of Defense and other departments and agencies of the US Government.

o Ensuring the design accomodates the required periods of time dimensions (e.g., current, near-term, mid-term, long-term, future, etc.)

o Ensuring the design enables change and maintenance actions that are easy to understand and execute.

o Ensuring the design does not interfere with trade-offs and operational decisions at the micromanagement level of specific programs or operations in the NFIP.

o Identifying the appropriate mechanisms for executing the component parts of the framework design.

Report Plan and Milestones

o Phase One: Develop Initial Design of Top-Level Framework   11 Jan-12 Feb

o Phase Two: Conduct ICS Sanity Check of Framework Design   16 Feb-4 Mar

- Interagency Production Officials

-- National Intelligence Council (NIC)

-- DCI Production Committees

- Interagency Collection and Reporting Officials

-- DCI Collection Committees

3

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- Interagency Planning and Programming Officials

    -- ICS/REO

    -- ICS/IPCS

    -- ICS/PBO

    -- ICS/PPO

o Phase Three: Develop ICS Plan of Action for Implementation 　　　7-18 Mar

o Phase Four: Coordinate ICS Implementation Plan 　　　21-25 Mar

o Phase Five: Acquire D/ICS Approval for Plan Distribution 　　28-30 Mar

o Phase Six: Develop Terms of Reference for IC Coordination 　31 Mar-5 Apr

o Phase Seven: Coordinate and Organize IC Working Group 　　11-22 Apr

o Phase Eight: Conduct IC Working Group Activities 　　25 Apr-30 Jun

o Phase Nine: Coordinate and Get Approval of IC Plan 　　　5-29 July

ICS Working Group Composition and Responsibilities

o Chairman: Responsibile for organizing, planning, and directing Working Group activities, and for accomplishing all phases of the report plan.

    - ICS/REO: 　　　　　　　　　　　　　　　　　　　　　　　　25X1

o Evaluation Team*: Responsible for assisting the Chairman in evaluating and coordinating the design framework and implementation plan.

    - NIC:

    - ICS/REO:

    - ICS/IPCS:

    - ICS/PBO:

    - ICS/PPO:

* Prefer Office Chief or designated representative as primary member.

4

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           –   HUMINT Committee:

           –   COMIREX:

           –   SIGINT Committee:

           –   MASINT Committee:

<u>Report Deliverable</u>

o   Form: Attachment to Director ICS memorandum.

o   Length: 10-15 pages with appendices as required.

o   Classification: As low as possible, preferably no SCI.